

CHAPTER 4: Quality Assurance and Program Review

Policy: The intent of the California Department of Aging (CDA) MSSP Branch is to deliver quality services to clients. It is the policy of CDA to promote methods of monitoring performance that assures quality at all levels of program operation.

Purpose: This chapter provides information on the components of quality assurance (QA) as applied to MSSP. CDA recognizes that MSSP sites operate within not only the framework of CDA requirements but the QA policies of their host organization. While the specifics of a quality assurance program may vary from one site location to another, there are certain required elements that must be addressed. Those elements are detailed in this chapter.

This chapter also describes the levels of program review, and specifies the scope and methodology for the CDA Utilization Review (UR) and Fiscal Audits.

References:

- Home- and Community-Based Services Waiver #0141.R04.00.
- Welfare and Institutions Code §14170.
- Interagency Agreement between DHCS and CDA.
- CMS Assurances:
 - ✓ Level of Care
 - ✓ Care Plans
 - ✓ Qualified Providers
 - ✓ Health and Welfare
 - ✓ Financial Accountability
 - ✓ Administrative Authority
- CDA Standard Agreement (Site Contract).

4.000 Quality Assurance Concepts

Quality Assurance is a process for the systematic monitoring and evaluation of a program to ensure that standards of quality are being met.

4.010 Quality Assurance Components

The concept of quality as described by the Center for Medicare and Medicaid Services (CMS) has a four component cycle: Design, Identification, Remediation, and Improvement. Design is defined as a process which builds in mechanisms to prevent problems from occurring, measure the prevalence of specific issues in the program, and identify issues which need immediate action. Identification is defined as executing the process which has been

designed to discover problems or areas which need improvement. Remediation refers to the process of initiating a plan to address identified problems in a timely manner. Improvement is defined as using the information gathered to develop strategies to strengthen the overall quality of the program. Quality Assurance is a continual process which requires monitoring and reevaluation.

4.020 Site Quality Assurance Requirements

Each site will have a written policy or process describing their quality design, identification, remediation, and improvement assurance activities. At a minimum the policy will address the processes as they relate to the site's contract with CDA and the Site Manual (e.g., signatures, timeliness of care management activities, staff qualifications).

Within these parameters, the elements should:

- Identify the specific indicators and standards to be used to monitor performance.
- Create baselines against which performance is measured.
- Address how the monitoring of performance will be structured.
- Describe how the results will be used to improve program performance and/or remediate deficiencies.

The resulting quality assurance process and procedures should be based on input from key stakeholders (clients, caregivers, staff, and vendors), be specific and measurable, and relate to service goals and the mission of the program.

4.030 Quality Assurance Elements

The specific elements, tools and processes employed should maximize high-quality outcomes for clients and foster the provision of best practices in care management services. In formulating a Quality Assurance policy, sites must include the following two elements:

1. Client Satisfaction. Client satisfaction surveys provide valuable information derived from the input from clients and their caregivers regarding all aspects of the program. There are different options pertaining to the type of process used to gather this information (e.g. phone survey or written survey). Areas of inquiry should include: does staff interact with clients in a respectful manner; does staff respond in a timely fashion; are you satisfied with the services in your care plan?
2. Peer/Internal Review. Peer and internal review focuses awareness on care management as it is being practiced within the program. The review must be a formal process, although the site can develop a policy

on how peer/internal review will be conducted. Peer/internal reviews can be organized around particular issues (e.g., LOC's), provide a forum to discuss difficult or problematic care situations, or simulate CDA record review performed during a UR.

Note: CDA requires the site to complete both the Client Satisfaction survey and Peer and Internal Review at a minimum of one time per year. The site's policy identifies the frequency of each activity (annually, quarterly, monthly). This information is recorded on the Quarterly Report.

In addition to the two specific elements identified above, the site Quality Assurance policy must address how the information will be utilized to:

- Assure client feedback and input, and
- Develop policies and procedures that will identify, address and prevent the following:
 - Abuse, neglect and exploitation of MSSP clients.
 - Problems with client access to waiver services.
 - Discrepancies between services that are specified on the care plan and what is actually received by the client.

The site Quality Assurance Policy must also identify actions to be taken in the event it is determined that a client's health and welfare has not been safeguarded, which may include making a referral to Adult Protective Services.

4.100 Utilization Review (UR)

4.110 Authority To Conduct UR

Under the provisions of MSSP's Home- and Community-Based Services (HCBS) Waiver and the State Medicaid Plan, the program is required to establish and maintain a system of Utilization Review (UR). The authority to conduct these reviews is found in the following sources:

Federal – Title XIX, Social Security Act, Section 1915 I; 42 Code of Federal Regulations (CFR), Section 456; Federal Home- and Community-Based Services Waiver.

State – Welfare and Institutions (W&I) Code, Section 14170; Title 22 California Code of Regulations, Title XXII, Section 51346; Interagency Agreement between DHCS and CDA, and CDA policies.

4.120 Levels of UR

In addition to internal reviews of program operations and quality assurance procedures undertaken at the site level, there are three levels of UR for MSSP:

- 1. Centers for Medicare & Medicaid Services (CMS)** conducts periodic reviews (at least once during the term of the Waiver) to assure all requirements of the Waiver are met.
- 2. Department of Health Care Services (DHCS)** conducts collaborative and independent oversight reviews of CDA's administration of the Waiver.
- 3. California Department of Aging (CDA)** conducts collaborative and independent URs to monitor the program at the site level to ensure compliance with the Waiver, the Interagency Agreement (IA) between CDA and DHCS, and CDA MSSP policies. Existing sites are scheduled to be reviewed every other year. New sites are reviewed annually for the first two years. Follow up visits may be scheduled with sites that are out of compliance with waiver, program, and/or contract requirements. Additionally, CDA may schedule visits to provide technical assistance.

4.130 Objectives of CDA URs

The objectives of the CDA UR process are:

1. To verify the medical necessity of services provided to eligible MSSP clients funded by the HCBS Waiver.
2. To ensure that available resources and services are being used efficiently and effectively.
3. To identify problem areas and to provide technical assistance on an as-needed basis.
4. To initiate corrective or plan of action(s), if warranted.

4.130.1 Elements of the CDA UR

The elements of the CDA UR are:

1. Desk review of the site's written responses to questions regarding fiscal/administrative practices, quality assurance, peer and internal review processes as well as other contractual requirements.

2. Review of a minimum of ten client records, all except one to be selected by CDA. Of the records selected by CDA, approximately 1/3 will be closed cases.
3. Review of a minimum of ten vendor contract files selected by CDA.
4. Review of the site's Quality Assurance Policies, including Client Satisfaction Surveys and Peer and Internal Review Process.
5. A home visit scheduled with the client selected by the site to be included in the review sample.
6. Additional information may be gathered prior to or during the UR.

4.130.2 CDA Review Team

The CDA review team will usually consist of a nurse evaluator and a program analyst. On occasion additional CDA and DHCS staff may attend.

4.130.3 Areas of Site Operation to Be Reviewed

The process followed by the CDA UR team involves a review of pertinent documentation, procedures and processes; consultation and discussion with staff; and a home visit to a client. Specific areas to be reviewed include:

1. Necessity of Services

Standard

The home- and community-based services specified in the care plans are required to prevent eligible clients being placed in nursing facilities.

Indicators

Elements relating to the performance of this standard may be found in the application for services, the Client Enrollment/Termination Information Form, documentation of Medi-Cal status, the eligibility determination recorded in the level of care certification, the monthly progress notes, the re/assessments, and the care plan.

- Documentation supports the clients' need for services that will prevent placement in a nursing facility.
- Documentation confirms that clients meet the eligibility criteria of: age, level of care, able to be served within the program's cost limitations, appropriate for care management services, and that Medi-Cal status was verified.

- Documentation confirms that MSSP nurse care managers have certified clients in a timely manner as prescribed in the MSSP Site Manual.

2. Appropriateness of Services

Standard

Services included in clients' care plans are suitable for meeting their individual needs. These services are provided to supplement clients' abilities in:

- Activities of Daily Living (ADLs) that are critical and linked to functions/behaviors necessary to prevent institutionalization; and
- Instrumental Activities of Daily Living (IADL's) that are basic and essential to maintain the ability to live as independently as possible in the home setting.

Services purchased with program funds are limited to those permitted and defined under the Waiver and listed in the MSSP Site Manual Section 3.1430 Waiver Services. Service objectives can be generally described as outcomes in the areas of health, safety, habilitation, independence, rehabilitation, medical, and/or psychological stabilization.

Indicators

Elements relating to the performance of this standard may be found in the re/assessments, care plan, and monthly progress notes.

- Documentation reflects that the services are both essential to prevent institutionalization and are appropriate in type, quantity and cost to meet client needs.
- Documentation reflects that monitoring was carried out and that specific client outcomes have been noted as a result of the services.

3. Level of Care

Standard

A client's need for care is at the level provided in a nursing facility. The criteria applied in the determination of level of care are set forth in the California Code of Regulations, Title 22, Division 3, Subdivision 1, Chapter 3, Article 4, Sections 51334 and 51335 (Appendix 15).

Indicators

Elements relating to the performance of this standard may be found in the level of care certification statements and the re/assessments.

- Documentation is complete and supports the LOC criteria.
- Timely certification and recertification.
- Documentation has been completed by the required personnel.

4. Care Plan

Standard

Upon enrollment in MSSP, a care plan must be activated before waiver service funds are used. The care plan must be updated annually after enrollment, but should be reviewed and changed more frequently depending on the needs of the client. The care plan addresses all types of services whether formal or informal, purchased or obtained through referral. It consists of:

- The care plan, and
- The Service Plan and Utilization Summary (SPUS).

The care plan documentation must clearly describe coordination of services, taking into consideration: the client's functional limitations; goals; effectiveness of existing services; and identification of specific services to be provided. The care plan must reflect participation by the client and the interdisciplinary team of the nurse and social work care managers, and approval by the supervisor. The process should be extended whenever possible to include other participants such as the client's caregiver and/or family.

Indicators

Elements relating to the performance of this standard may be found in the re/assessment summaries, the care plan, the progress notes and the SPUS.

- Documentation indicates that the care plan was completed within two weeks of the re/assessment.
- Care plans are activated: signed by the primary care manager (CM) and the supervisor (SCM) within two weeks of the re/assessment and prior to authorization of service delivery.
- Documentation indicates that the care plan was reviewed with the client and that the client is in agreement with the provisions of the care plan.
- Care plans are signed by the client within 90 days.

- Care plan problems are clearly stated in specific and objective terms and describe the client's functional deficits; goals are realistic and measureable; and the interventions relate to the problem.
- Vendors and providers as well as provider type are listed on the Care Plan.
- Care plans are renewed at least annually. Interim updates are carried out as necessary, either by amending or revising the existing plan.

5. Payment of Services

Standard

MSSP is the payor of last resort. Purchases made with Waiver Service funds must have supporting documentation regarding the client's need, the identification of the service or item as an intervention, and that other funding sources were not available.

When purchasing services and goods, vendor selection should follow specific guidelines including:

- The most cost-effective qualified vendor will be sought.
- Vendors of services purchased with program funds must deliver services appropriate to meet the needs of clients.
- Vendors must meet the provider qualifications and assurances as set forth in the site's contract with CDA and the MSSP Site Manual.

Indicators

Elements relating to the performance of this standard are found in the Provider Index, the SPUS, the Vendor Application, the vendor agreement (e.g., contract, purchase order) between the site and vendor, billing records, and the vendor insurance, licensing and certification documents.

- Provider data indicates rate standards are followed.
- Documentation confirms providers meet the assurances and qualifications in the site's contract with CDA and in the MSSP Site Manual.
- Documentation confirms services were provided as authorized in the care plan; any difference is noted along with its resolution.
- Documentation reflects the site utilizes appropriate methods to monitor the performance of its vendors.

6. Client Rights

Standard

The client and/or their designee have the right to:

- Be fully informed about MSSP services and the alternatives to participation in the program.
- Participate in care planning.
- Refuse services and be informed of the consequences of the refusal.
- Be assured of confidential treatment of personal and medical records and to authorize or refuse release of information to any individual outside the program.
- Be treated with courtesy, consideration and respect.
- Be assured MSSP staff and vendors are fully qualified through education, training and experience.
- Be informed of the processes for registering complaints, termination procedures, and appeals.

Indicators

Elements relating to the performance of this standard are found in the Application for the Multipurpose Senior Services Program, the MSSP Authorization for Use and Disclosure of Protected Health Information form (AUDPHI), the care plan, progress notes and in correspondence. A home visit to at least one client is conducted during UR.

- Documentation indicates clients or their designees have been duly informed of service alternatives, and the procedures regarding release and sharing of information.
- Client records and data are maintained in a secure environment; backup procedures are appropriate.
- Documentation confirms denial/change/termination actions are carried out according to procedures and time guidelines specified in the MSSP Site Manual.
- The home visit to a client confirms the site operates in a manner that delivers quality services which meet the needs of the recipient and that the client is aware of their rights.

7. Quality Assurance

Standard

Each site will have a written policy describing quality assurance (QA) measures. This QA policy must include a process of peer/internal review, and a method to solicit client input regarding satisfaction with services.

Indicators

Elements relating to the performance of this standard will be found in the review to the responses from the questions asked in the UR Announcement letter, the review of QA documents and interviews with site staff as needed.

- Documentation confirms that a QA policy is in place, which meets the minimum criteria set forth in the MSSP Site Manual (Chapter 4).
- Documentation reflects the site utilizes an effective policy to obtain, analyze and utilize input from clients regarding their satisfaction with the services of the program.
- Documentation verifies the Peer and Internal Review policy includes participation by all care management staff.
- Documentation confirms that the Client Satisfaction Survey and the Peer and Internal Review are completed annually.

8. Recovery of any unwarranted payment of Federal Financial Participation (FFP).

Standard

When an exception to program standards has been identified, reconciliation of any unwarranted expenditures will be undertaken.

Examples of such expenditures include but are not limited to:

- Services billed, including care management, provided to ineligible clients.
- Services billed, including care management, that were not provided to the client.
- Services provided by vendors who failed to meet the assurances or whose costs were excessive.
- Services found to be inappropriate or unnecessary.
- Services purchased without following Medicare/ Medi-Cal protocol.
- Services billed for clients continued on the program who do not meet eligibility criteria.
- Services provided that are not identified in the care plan.
- Services provided prior to approval of the care plan.

Indicators

Documentation that review exceptions have been satisfied, and any/all associated expenditures have been recovered.

4.130.4 CDA UR Tools

The CDA review team uses several tools in preparing for and conducting URs. Sites may use the electronic Utilization Review tool in preparation of the CDA baseline and biennial utilization review (Appendix 49).

4.130.5 UR Report

A written report of the findings and recommendations is issued to the site within 45 working days by CDA, along with a request for a corrective action plan (CAP), if required. If a CAP is required, the site must respond to CDA in writing within 30 working days of the UR report date with a formal plan to address any deficiencies identified. The plan is then monitored by CDA. A copy of the UR report is forwarded to DHCS. For sites in their first year of operation, a Plan of Action (POA) may be issued which follows the same time frame as the Corrective Action Plan.

4.140 CDA Fiscal Audits

MSSP sites are subject to an audit of home- and community-based services within two years of the close of any given State Fiscal Year. Pursuant to the Interagency Agreement between DHCS and CDA, these audits are conducted by CDA Audits Branch to ensure that payments to sites made for services performed under the Waiver are in accordance with federal and State requirements. The audit trail tracking the purchase of waiver services from care plan through payment of vendor bills for selected clients will be included in CDA fiscal audits. Copies of fiscal audits are forwarded to DHCS.

4.150 Recovery of Funds

Funds that are designated for recovery upon completion of a UR, year-end Closeout, or program/agency audit, will be collected through formal channels administered by DHCS Payment Systems Division, Third Party Liability Branch, Recovery Section.

Funds are recovered when a determination is made by either CDA MSSP Branch staff or CDA Audit Branch staff that the expenditure was incorrectly charged to MSSP. Sites must use sources other than MSSP funds to redress such a finding and repay the amount in question.

CDA MSSP Branch staff and CDA Audit Branch staff shall initiate recoveries using the following process:

1. Upon completion of a UR, the MSSP Branch staff that conducted the UR will identify funds, if any, marked for recovery. Following issuance of the UR report, CDA will send a letter (Notice of Claim Adjustment) to the site that identifies the specific expenditures targeted for recovery and the procedures for appealing this determination.

2. Upon completion of an agency/program audit, the CDA Audits Branch will identify funds, if any, marked for recovery. The audit report, including appeals procedures, will be mailed to the site.
3. Following resolution of any appeals, the DHCS Audit Review and Analysis Section (ARAS) will send a demand letter to the MSSP Site Director, requesting full payment.

In the event that the site does not pay the amount due within sixty (60) days from the issue date on the demand letter, the Medi-Cal Fiscal Intermediary will withhold payments due the site until the balance is satisfied.